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7 Apr 1981

MEMORANDUM FOR: Deputy Director for Science and Technology
Director, National Foreign Assessment Center
Director of Communications, DDA
Director of Training and Education, DDA

FROM: Max Hugel
Deputy Director for Administration

SUBJECT: Consolidation of Agency Graphics Facilities

1. In response to DDA initiatives to identify areas of Agency operations which could be conducted on a more cost-effective basis, the Office of Logistics (OL) has made a preliminary study of possible savings and benefits that could be obtained through the consolidation of the many graphics facilities in the Agency.

2. Some of the benefits which could be derived from a consolidation of Agency graphics facilities are as follows:

a. Centralization of artistic talent would provide increased customer services.

b. Consolidation of abilities would allow positive, upward career development for individuals.

c. Expanded workforce through consolidation/centralization would maximize employee resources to allow around-the-clock service where needed.

d. Maximized utilization of space, especially in view of the possibility of shift work and shared work spaces.

e. Potential financial savings through quantity procurement of graphics supplies and materials.

f. Reduced management and administrative overhead.

g. Provision of a more convenient physical means for promoting an automated (computerized) graphics system, or for sharing existing systems. This would allow for shared databases and backup capability in case of downtime. Currently, there are several known systems in use throughout the Agency.

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3. While the above represent positive considerations, the idea of consolidation is not without some negative aspects:

a. The physical separation of various Agency components would present a logistical difficulty in providing instant responses to requestors; for example, NPIC [] and OT&E at Chamber of Commerce.

b. Physical separation also presents problems in transporting proposed and finished artwork between buildings and inhibits customer/artist interface. The latter can be particularly disruptive in providing a satisfactory product to the customer.

c. The various disciplines of Agency components may present problems concerning special security clearances and responses to specific component/customer needs and deadlines.

4. I believe the magnitude of the savings and benefits outweighs the potential for less responsiveness inherent in going from a decentralized operation to a more centralized one. Perhaps some form of decentralization would still be necessary for those components located at some distance from Headquarters. Nevertheless, I believe this proposal merits your consideration and implementation.

5. A listing of the graphics facilities in the Agency is attached. The DDS&T/OTS graphics unit is not included because of their unique and specialized products generated exclusively in-house. Also excluded is the DDS&T [] due to the special nature of its product.

6. In view of the possible benefits to be achieved through both physical and career management consolidation, I would appreciate comments and/or concurrence in this proposed consolidation as soon as practical. If you or your staff have any questions with respect to this study, please contact [] Chief, Plans and Programs, Staff, OL, or [] Chief, Printing and Photography Division, OL.

/s/ Max Hugel

Max Hugel

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